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MANAGERIAL GRID - PHASES I AND II

1. Did participation in the Managerial Grid exercises aid you in your managerial problem solving efforts?

Yes - It emphasized and brought into better focus the value of team effort. It crystalized and, through individual and team problem assignment, demonstrated the correctness of generally accepted methods.

2. Do you believe the Managerial Grid exercises aided other participants in their problem solving efforts?

Yes - However, whether they will have any long range benefits and the degree of benefits are difficult to assess.

3. Have you noted a change in your attitude toward problem solving efforts?

No - However, the exercises may have encouraged a disposition to use different methods and more opinions in solving problems.

4. Have you noted a change in the attitude of others toward problem solving efforts?

Yes - In a general sense and from the standpoint of individually recognizing and acknowledging the value of good problem solving techniques.

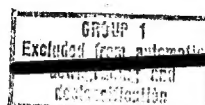
5. After participating in Managerial Grid exercises, do you understand problem solving techniques better?

Yes - The exercise broadens and classifies how and when to use particular techniques and clearly demonstrates the correctness of the methods.

6. Do you believe others that participated in the Managerial Grid exercises understand problem solving techniques better?

Yes - This is evidenced by a more general use of uniform problem solving techniques and a better understanding in the exchange of ideas and information through use of standard terminology.

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7. Have you noted any specific instances of improvement in management techniques that appear to be the results of the Managerial Grid exercises?

Yes - Improvement is apparent in more open and frank communications upward, downward, and laterally. People tend to be less reluctant to openly express opinions.

8. Have you noted any measurable improvement in the quality or quantity of work production since the Managerial Grid exercises?

Yes - There are measurable increases in quantity of work output in several instances. There is also a demonstrated general increase in the interest of people in improving quality. More attention is being given to improving methods and in seeking new or better ways of accomplishing objectives.

9. Does your own management team function differently since the Managerial Grid exercises?

Yes - Again, the most definitive difference is an increase in candidness of communication between team members. Team management as such is of necessity limited due to outside imposition of priority requirements which take the time of persons that otherwise might be utilized in team effort. The concept of management by team effort is not, of course, applicable to management problems across-the-board and thus can only be applied selectively.

10. How do you classify the Managerial Grid course?

Phase I - Excellent: The general atmosphere and circumstances of pressure greatly promoted open expression of thoughts and ideas without regard to consequences. The processes of learning new methods and particularly a common language for expression of ideas were very beneficial and interesting.

Phase II - Good: This was believed a less rewarding and interesting exercise as the newness had worn off and the consequences of complete freedom of expression were an inhibiting factor. This Division's exercise was hampered because a permanent team was not present for lack of assignment of permanent Branch and Section Chiefs.

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